Assistant Secretary for Environment, Safety and Health

U.S. Department of Energy
Washington, D.C. 20585

ES&H SYNERGY

DOE/EH-0487-4

Contract Reform and ES&H Management

Several DOE organizations, including the Office of Environment, Safety and Health (EH), are engaged in making fundamental changes in the way DOE solicits and manages contractors in an effort to meet the intent of the Secretary's contract reform initiative. The objective of DOE's environment, safety and health (ES&H) contract reform initiative is to implement new procurement and contract provisions that will help assure that only ES&H qualified contractors are selected to perform work at DOE sites, that ES&H performance is improved at a lesser cost, and that line management accountability for, and ownership of, ES&H performance is strengthened.

To achieve the performance and accountability objectives embodied in contract reform, a new ES&H contract provision will be a part of all new or renegotiated contracts with DOE.

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Necessary and Sufficient Updates

Updates on the Necessary and Sufficient Standards Process are available on the DOE Homepage at *http://www.dsc.doe.gov/production/disc/*.

DOE NEPA Web Demonstrated to International Visitors

On February 15, 1996, the EH Offices of Information Management and NEPA Policy and Assistance presented the DOE NEPA Web site to scientists from Nomura Research Institute, Yokohama, Japan, the Japanese equivalent of the Brookings Institute. The scientists were benchmarking existing World Wide Web NEPA information and Geographic Information Systems to aid in their design of a system to support Japan's crafting of a NEPA-like statute. Hiroyuki Inami and Takeshi Nomura from Nomura Research Institute, and Hiroshi Uyama of Japan Technical Information Center departed immediately after the demonstration for an interview with the Canadian Environmental Assessment Agency.

Since the enactment of NEPA, numerous environmental analyses have been performed that contain valuable information about regions and ecosystems, but these data were not stored in a retrievable format. In October 1993, DOE made its corporate NEPA information resource available via the World Wide Web. DOE hopes to use technology to enhance the efficiency and effectiveness of the NEPA process by providing the instantaneous responsiveness needed for closer federal coordination and to enhance opportunities for public involvement in federal planning and decision making. You can visit the DOE NEPA Web at *http://www.eh.doe.gov/nepa*. For information on the DOE NEPA Web, contact Lee Jessee at (202) 586-7600 or e-mail *(lee.jessee@hq.doe.gov).*

From left to right: Hiroshi Uyama, Takeshi Nomura, Elizabeth Beavers, Lee Jessee, Hiroyuki Inami, and Charley Jacob.

In this Issue...

ES&H SYNERGY

ES&H Synergy is a quarterly newsletter published by DOE's Office of Environment, Safety and Health (EH) to promote awareness and information exchange of all environment, safety, and health issues impacting DOE personnel and contractors. Each issue highlights Headquarters and field initiatives in environment, health physics, nuclear and facility safety, occupational medicine, and occupational safety and health. To be added to the distribution list or to receive a copy of this publication, call 1-800-473-4375. *Synergy* is also available electronically through Technical Information Services at *http://tis.eh.doe.gov/docs/synergy/synergy.html.*

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Cancer Among Children and Young Adults Near the Lawrence Livermore National Laboratory (LLNL)

Recently, the California Department of Health Services (CDHS) released a study that examined the risk of leukemia and non-Hodgkin's lymphoma among young people living near LLNL. A previously published British study suggesting an increased risk of these two cancers among children living near the Sellafield nuclear facility in England was a catalyst for this research.

Investigators studied two groups of children and young adults under the age of 30: (1) 226,273 persons *born* in Livermore between 1960 and 1990 and (2) 537,547 persons who actually *lived* in Livermore between 1960 and 1991. The number and types of cancer were determined over three decades (1960-1991), using data from cancer registries for Alameda County, California and CDHS.

Results of the study demonstrated no increased risk of leukemia or non-Hodgkin's lymphoma among Livermore children *living* near a nuclear facility. However, a 2.4-fold increase in the risk of malignant melanoma, a form of skin cancer that can be fatal, was found among children and young adults who lived in Livermore compared with youngsters who lived in other areas of Alameda County; 12 skin cancer cases were observed when only 5 were expected based on Alameda County statistics. Among children *born* in Livermore between 1960 and 1991, a 6.4-fold increase in the risk of malignant melanoma (8 observed cases, 1.2 expected) exists. The rate of melanoma was highest in children and young adults under 20 years of age. No increased risk of any other type of cancer was found.

Malignant melanoma is a disease almost exclusively found among non-Latino white populations. Researchers know that this cancer is associated with greater sunlight exposure, particularly with excess sunburns in youth, and it occurs more frequently among higher socioeconomic groups. The CDHS report states "it is not possible, within the scope of the current study, to assess whether or not melanoma cases had any affiliation with LLNL." The report indicated that there were several potential explanations as to why the melanoma rates were elevated, including more active skin cancer screening programs in Livermore than in the rest of Alameda County. Due to the small number of cases, CDHS concluded that no additional studies of malignant melanoma were warranted at this time.

The complete report entitled "Cancer Incidence Among Children and Young Adults in Livermore, California 1960-1991" is available from CDHS, Environmental Health Investigations Branch. The CDHS study was awarded by the Centers for Disease Control and Prevention with funding by DOE under an existing Memorandum of Understanding. For additional information contact Bonnie S. Richter, Office of Epidemiologic Studies (EH-62) at (301) 903-4501 or e-mail *(bonnie.richter@hq.doe.gov).*

Enhanced Work Planning Initiative Improves Safety While Cutting Costs

One of the challenges facing the Department today is how to cut costs while protecting the health and safety of its workers. The Department's Enhanced Work Planning Initiative is designed to do just that. The Offices of Environment, Safety and Health (EH) and Environmental Management (EM), along with the operations and field offices, are actively pursuing this initiative that fundamentally redefines the Departmental work planning process. A related objective is to prove that worker protection and cost containment are, in fact, mutually supportive and that both can be achieved through a thorough knowledge of the work to be performed, how best to achieve it, and an awareness of the hazards involved.

Experience has clearly shown that one of the most effective ways to protect workers is to carefully plan the work. Analyses of DOE accidents have consistently shown that inadequate identification of hazards during work planning and failure to provide effective control of these hazards have been the predominant causes for most of these accidents.

To date, the Enhanced Work Planning Initiative has demonstrated that the existing process can be improved through more effective partnerships among the professional disciplines that have responsibility for the planning, preparation, and actual conduct of work. In addition to its safety and health aspects, the Enhanced Work Planning Initiative includes the development of operational procedures, performance of job hazard analysis, identification of necessary requirements and training, and the improved integration of less traditional health components such as exposure assessment and medical surveillance into its final product, the work package. The goals of this initiative are to:

- Promote a lasting, fundamental change in the work planning process so that it focuses on prevention of worker accidents and illnesses. This is accomplished by the more accurate identification of hazards and the improved determination of controls.
- Identify, early in the planning process, safety and health hazards and workers who will be at risk.
- Educate and train the worker on potential hazards and exposures.
- Plan appropriate actions and controls to eliminate or mitigate recognized hazards.

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Enhanced Work Planning Initiative Improves Safety While Cutting Costs continued from page 3

- Develop a site-specific protocol that collects and validates data on worker exposure and also supports future health surveillance.

- Improve efficiency in planning, reviewing, approving, and conducting work through a team approach.

This concept is implemented by a work planning team that consists of safety and health professionals, planners, engineers, workers, training professionals, and line managers. The team works together to: (1) identify hazards and determine effective controls; (2) specify appropriate hazard monitoring and data collection requirements; (3) factor in worker experience, lessons learned from past work, and results from occupational medicine studies; (4) plan work efficiently and eliminate repetitive review cycles that have historically delayed preparation and issuance of work packages; and (5) help identify critical training objectives that relate to potential hazards and exposures. The review, comment, and approval process is considerably accelerated because it resides principally within the team.

Pilot sites participating in this initiative have realized significant near-term and potential long-term benefits as follows:

- Increasing the impact of safety and health staff by providing for their early involvement in the work planning process.

- Ensuring collection of needed data on exposure of workers to hazards to support medical monitoring and epidemiological studies.

- Reducing risks to workers through early identification and elimination or mitigation of hazards.

- Improving the overall efficiency of the work planning process, resulting in higher productivity and reduced costs.

- Identifying early in the process, training that will contribute to productivity, awareness of dangerous situations, and quick, safe, and intuitive reactions to uncontrolled events.

Specific benefits from early pilot projects at Hanford, Fernald, and Rocky Flats include the following:

- Injury Reductions - An almost 40 percent decrease in recordable injuries because of superior hazard identification and control (Hanford Tank Farms).

- Cost Avoidance - An almost $2 million cost avoidance resulting from a recognition of unnecessary work (Fernald).

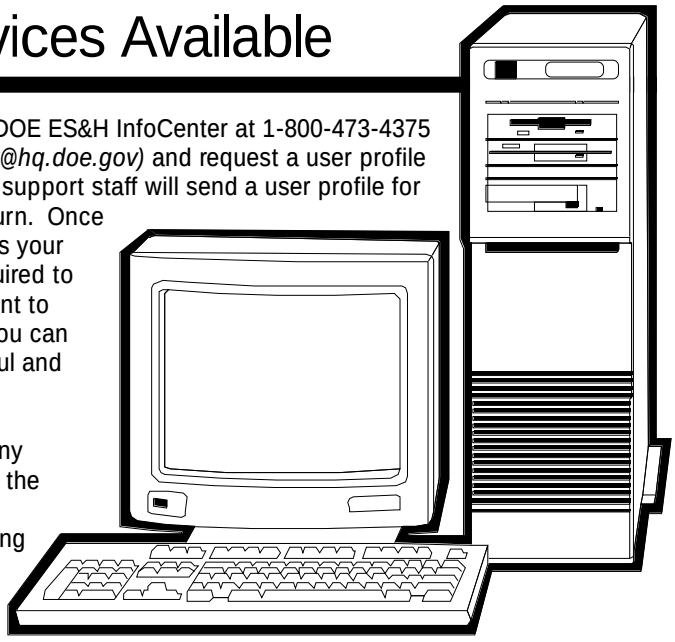
- Cost Savings - A $500,000 savings through streamlining the planning process (Hanford- PUREX).

- Backlog Reduction - A 33 percent decrease in maintenance backlogs (Fernald).

- Reduced Planning Time - A more than 50 percent (9 months to 4 months) reduction in project planning time (Rocky Flats).

Demonstration projects are ongoing or being initiated at several DOE sites including Hanford, Fernald, Mound, Oak Ridge, Savannah River, Pantex, Rocky Flats, and Idaho. EH and EM plan to initiate additional demonstration projects at other key DOE sites and facilities. For more information, contact the program manager, Rick Jones, at (301) 903-6061, fax your request for additional information to (301) 903-7773, or e-mail *(rick.jones@hq.doe.gov).*

ES&H Technical Information Services Available

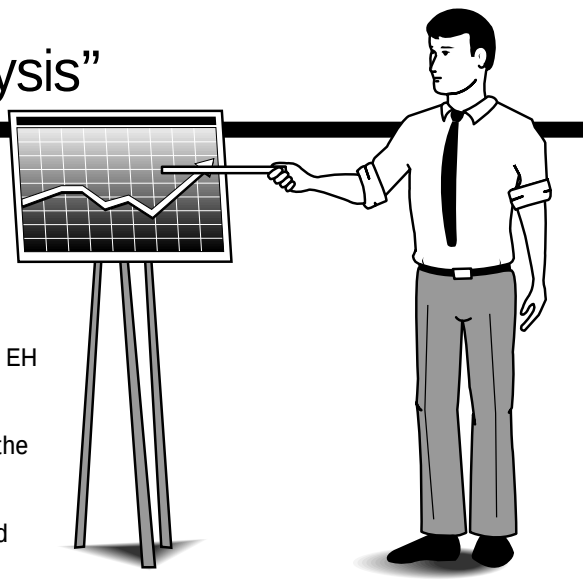


Join the rapidly growing number of professionals who are using the ES&H Technical Information Services (TIS). The process is simple and the benefits are exciting. TIS provides access services that include Internet electronic mail for direct world-wide message interchange; access to mailing lists and bulletin board groups allowing two-way communications with other professionals in any of 15,000 topical areas; and complete World Wide Web (WWW or Web) access to databases, video and audio clips, and other forms of "hypermedia."

If you already have access to the Web and a Web browser such as Netscape, Mosaic, or Microsoft's Internet Explorer, you can access the TIS home page at *http://tis.eh.doe.gov*. If you are a DOE employee or contractor and would like to receive free software to access TIS by modem, please call the DOE ES&H InfoCenter at 1-800-473-4375 or e-mail *(esh-infocenter@hq.doe.gov)* and request a user profile form. The TIS customer support staff will send a user profile for you to complete and return. Once the support staff receives your profile, the software required to connect to TIS will be sent to you. After installation, you can start using these powerful and dynamic services.

Why wait? If you have any questions regarding TIS, the equipment required to access TIS, or how gaining access to ES&H information can help you in your job, contact the ES&H InfoCenter. Join the 2,000 current registered TIS users who are using world-wide resources.

Performance Indicators Promote "Safety Management Through Analysis"



In January 1995, efforts began to reengineer the DOE Performance Indicator Program as defined in DOE Order 5480.26, "Trending and Analysis of Operations Information Using Performance Indicators" (currently DOE Order 210.1, "Performance Indicator Program)." The reengineering effort, defined by the following four overriding principles, sought to:

- Focus more closely on the goals and success indicators in both the DOE and EH strategic plans.
- Provide DOE senior management with a clear, concise, and timely picture of the Department's ES&H performance.
- Maximize existing data sources to relieve the reporting burden placed on field elements.
- Provide a catalyst for exchanging methodologies and techniques for ES&H performance measurement to both Headquarters and the field.

To accomplish these goals, the Performance Indicator Program established an EH-wide working group and charged it with defining performance indicators, and gathering, trending, and analyzing the associated data. The Office of the Associate Deputy Assistant Secretary for Technical and Environmental Support (DP-45), provided additional assistance by reviewing the effort and assisting in report development.

The initial prototype report of the Performance Indicator Program covers the period from the first quarter of 1991 through the second quarter of 1995. This report consists of two separate publications: (1) a formal report designed for analysts needing detailed information; and (2) a management summary designed for DOE senior management depicting six "Key ES&H Performance Indicators." Contained in the formal report are 14 worker safety and health indicators and 8 environmental indicators. Each indicator is graphically represented for each quarter with detailed analysis of observed trends, explanations of data spikes, and general characterization of the data. The content and specific indicators are expected to change based on measuring what is important and discovery or creation of new data streams. Future reports will be issued within 60 days following the end of the current quarter.

This initial prototype report is viewed as a "work in progress" and designed to be flexible, so that as missions change within the Department, the performance indicators within the program can likewise change. This will assure that only significant safety indicators are selected and that the indicators reflect the needs of DOE senior management. Near-term program improvements include:

- Reports will be made available electronically through the Office of Operating Experience Analysis and Feedback (EH-33).
- A new Performance Indicator Data System (PIDS) will provide users interactive access to DOE's performance indicator data.
- The use of indices will be gradually developed and incorporated into the program.
- Risk based approaches to performance indicator selection, prioritization, and analysis will be developed and eventually incorporated into the program.
- Additional sources of normalization data will be sought to more accurately depict the Department's performance and allow for site to site comparisons.

In this time of fiscal restraint on all organizations within the Department, it is incumbent that this reengineering of the DOE ES&H Performance Indicator Program be fully integrated with existing or emerging performance measurement efforts to eliminate redundancy and improve efficiency. The creators of the Office of Operating Experience Analysis and Feedback Homepage are working closely with DP-45 staff in the development of the initial report to assure an efficient integration with their existing performance measure efforts. EH-33 has also been actively involved in the emerging performance measurement efforts by Environmental Management, Office of Safety and Health. Lastly, EH-33 has a prominent role in the recently established DOE Performance Measures Coordinating Team organized by the Office of Human Resources and Administration, Office of Organization and Management.

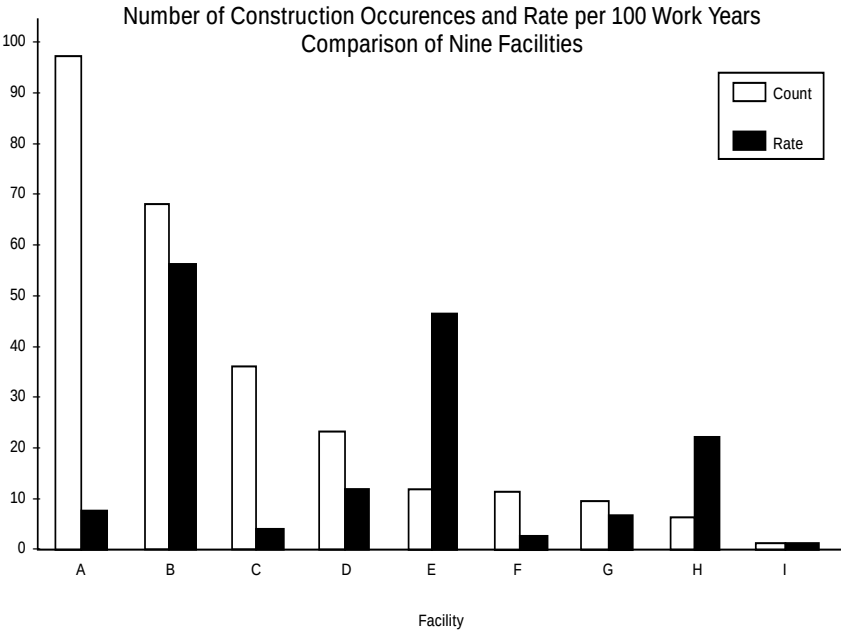
By maximizing the use of existing operations information and eliminating the need for field elements to gather, analyze and report data, the operating cost of the program is greatly reduced; DOE senior management is provided with more timely information; and the flexibility of the program is enhanced. Reliance on existing data increases the need to have accurate and timely operations data—challenging both field elements and Headquarters to improve their data. Field elements must provide information that meets the requirements set forth in DOE directives and Headquarters must provide tools and guidance to facilitate the process of data communication. Close cooperation between all parties can accomplish this goal.

For more information on the DOE ES&H Performance Indicator Program, contact Richard Day (EH-33) at (301) 903-8371 or *e-mail (richard.day@hq.doe.gov).*

Normalization Data Sought

As the Office of Environment, Safety and Health works to improve safety practices at DOE facilities, it is important to know where to focus attention to get the best results with available resources. This is the reason for reporting systems such as the Occurrence Reporting and Processing System (ORPS) and Computer Accident/Incident Reporting System. However, just counting the events of a particular type only tell one part of the story because all DOE facilities are different. To compare facilities objectively, the number of occurrences at a facility must be divided by a measure of how much work was being done which could have led to the occurrence. This is known as normalization.

For example, the graph which follows shows the number of construction-related occurrences reported to ORPS for nine facilities, and the same data normalized using actual work hours. Using the number of occurrences alone would lead to the conclusion that the problem facilities are A, B, and C. However, using the normalization (rate) data, the actual problem facilities are B, E, and H.



Currently, DOE has normalized data on the number of hours worked by management and operating contractors and some subcontractors for each field office on a quarterly basis. The use of this data allows for more objective comparisons than just the raw number of occurrences provides, but could be further improved.

The Office of Operating Experience Analysis and Feedback (EH-33) conducted a Normalization Forum in December 1995, and is searching for any information available for normalization of occurrences at DOE, whether it has been collected by DOE or contractors. Some possible types of normalization data are:

- number of radioactive contamination area entries;
- number of nuclear material movements;
- number of hours worked in hazardous exposure areas;
- cubic yards of decontamination and decommissioning material removed;
- number of maintenance work packages opened and hours worked on each;
- number of radiation work permits issued;
- number of confined area work permits issued;
- usage logs for various types of equipment, such as gloveboxes, cranes, and forklifts; and
- number of units processed for production operations.

There are other data available in DOE that could be used for normalization as well. If you have such data for this purpose, or know someone who does, please contact Earl Hughes (EH-33) at (202) 685-0065 or e-mail *(earl.hughes@hq.doe.gov).*

Contract and ES&H Management continued from page 1

Successful application of the clause will require that: (1) the DOE Operations/Field Office Manager establish contractor expectations for ES&H performance prior to the program execution year; (2) the contractor develop an ES&H Management Plan that describes the management approach and work activities that will be conducted to meet those expectations and that the contractor will commit to undertake; (3) the DOE Operations/Field Office Manager approve the Plan; and (4) some ES&H performance measures are developed that target the major risk management issues in the Plan and are explicitly tied to incentives or fees.

The ES&H management planning process that culminates in the ES&H Management Plan mentioned above encompasses:

- identifying line programs' high priority ES&H risks and needs;
- work planning to address those needs;
- ensuring adequate resources (i.e., funding and skill mix) to effectively manage and control the ES&H risks inherent in conducting mission; and
- providing a source for performance measures that are used to reward contractor performance.

For more information about the ES&H Management Plan, contact Frank E. Tooper, Director, Office of Performance Systems, (EH-73) at (202) 586-2009 or e-mail *(frank.tooper@hq.doe.gov).*

FERMILAB Reports Injury/Illness Cases Electronically

At Fermi National Accelerator Laboratory (Fermilab), a convenient and useful electronic system used to capture and enter employee injury and illness information was developed and later tested over a 3-year period with a pilot group. In June 1995, the Fermilab CAIRS Database System was implemented throughout the entire laboratory.

The system assists users by providing standard data entry with built-in lists, e.g., "affected body parts" which creates a consistent reporting vocabulary, and links to employee information. The system produces standard CAIRS forms which are electronically forwarded to a central point in the organization for transmittal to the designated data management group in Idaho. In addition, an OSHA 200 log is created for appropriate injury/illness incidents.

The software is a "FileMaker Pro" application, which currently runs on a Macintosh computer; an IBM version that runs under Windows 95 is also available. There is a nominal cost to the user for the "Filemaker Pro" software; but the specific application is free to interested DOE and DOE contractor personnel. Please contact Steven M. Bluma at (708) 840-3763 or e-mail (*bluma@fnal.gov*) if you have questions or are interested in acquiring the application.

NEPA Contracting Guidance Provides Savings Strategy and Advice

An effective National Environmental Policy Act (NEPA) contracting strategy is one that aims to "do it right the first time," according to guidance issued by Tara O'Toole, Assistant Secretary for Environment, Safety and Health in December 1995. This principle is a key element of DOE's plan to save at least $2.5 million each year through fiscal year 2000 through better contracting for NEPA document support. Contractor costs account for a large portion of DOE's total NEPA process costs.

The 69-page guidance document, prepared in partnership with the Offices of Human Resources and Administration and General Counsel, is the second part of a three-phased program to help make NEPA contracting more cost effective. It promotes a comprehensive planning and management strategy for the NEPA contracting process (see box).

The guidance provides information and recommendations on a series of interrelated elements that support the goal of getting NEPA contract work done correctly and efficiently:

- using well-specified statements of work;
- establishing task order contracts before the need for specific NEPA work materializes;
- incorporating performance incentives into the contract;
- effectively managing the contract, and the entire NEPA process , including cost tracking and reporting;
- evaluating contractor performance and using past performance information in awarding contracts; and
- exploiting information on the DOE NEPA Web and contracting information available through the Internet.

The third phase of NEPA contracting reform, now underway, includes applying the NEPA contracting guidance and determining further improvements based on an ongoing evaluation of experience. The Office of Environment, Safety and Health, in partnership with the Offices of Human Resources and Administration and General Counsel, held a workshop on March 21 and 22, 1996, at the Forrestal Building for NEPA Compliance Officers and NEPA Document Managers, Contracting Officers and Representatives, and others who may be involved in procuring or managing contractor support for DOE's NEPA process, to help them achieve savings by applying the guidance.

Requests for copies of the guidance or other information should be directed to the Office of NEPA Policy and Assistance, by phone at 202-586-4600, by fax 202-586-7031, or by e-mail at *(nepa.contracting@spok.eh.doe.gov).*

An Effective NEPA Contracting Strategy

To reduce the cost and time of the NEPA Process, it is critical to do it right the first time:

- Define early what contractors should accomplish
- Establish contracts ahead of time
- Minimize cost while maintaining quality by
  - maximizing competition and use of incentives
  - using past performance information in awarding work
  - managing the NEPA process as a project

Path to Excellence: Environment, Safety and Health (ES&H) Technical Qualification Program

The Technical Qualification Program (TQP) is a key part of maintaining technical excellence and ensuring a safe and productive workplace. The TQP accomplishes this by promoting the technical competence of the Federal work force while providing career development paths and increasing the marketability of employees throughout the DOE complex. During a time of constrained budgets and rapid downsizing, this program provides for a more mobile, flexible and technically competent work force. The following are some of the ES&H-related aspects of the Technical Qualification Program.

DNFSB Recommendation 93-3 and the TQP

In June 1993, the Defense Nuclear Facilities Safety Board (DNFSB) issued Recommendation 93-3, "Improving the Technical Capability in Defense Nuclear Facilities Programs." The intent of this recommendation was to raise and standardize the technical capabilities of Federal employees associated with defense nuclear facilities.

Secretary O'Leary's announcement of a Technical Excellence Policy in October 1993 emphasized the importance of developing a comprehensive plan to implement DNFSB Recommendation 93-3. The ensuing TQP, endorsed by the Assistant Secretary for Environment, Safety and Health Tara O'Toole, provided the impetus for the Office's implementation of the program. She said of TQP, "I am committed to providing a model TQP for our EH work force and the Department, therefore, I expect all EH technical employees whose positions provide technical support, to participate in the program . . . ."

The DNFSB was chartered to provide advice and formal recommendations to the President and the Secretary of Energy regarding public health and safety issues at DOE defense nuclear facilities. In broad terms, the DNFSB reviews the operations, practices, and occurrences at DOE defense nuclear facilities and makes appropriate recommendations to protect health and safety.

Office of Technical Training and Professional Development and the TQP

The Office of Technical Training and Professional Development (EH-74), is responsible for implementing the TQP within the Office of Environment, Safety and Health. The training office has developed and disseminated EH TQP Implementation Guidance designed to assist managers and employees with proper implementation of the program components. Additionally, the office maintains complete records and the status of individual participation within the program.

The focal point of this initiative relies on administration of the System Management of Annually Requested Training (SMART). This automated program is available to all EH employees and is the primary method of collecting and validating individual completion of technical competencies that comprise occupational functional areas. To date, 277 EH individuals have been enrolled in the program. Of importance, is the fact that 100 percent of all TQP candidates whose job responsibilities are directly related to defense nuclear facilities, have entered their technical qualifications via SMART.

The Next Step: TQP

As information regarding employee participation in the TQP is analyzed, EH-74 staff is preparing strategies to manage training requirements, funding, and enhancements to data collection activities, as well as acquisition of resources that will assist employees satisfy their technical qualification competencies. For example, EH Training Resource Centers that provide employees with access to learning aids, catalogs, study guides, and other self-paced instructional material related to specific functional areas have been established at both the Forrestal and Germantown facilities. An EH-74 Homepage that allows employees access to current TQP information and related training activities that support the program has been developed.

The goal of EH-74 is to ensure compliance with the Technical Excellence Policy through the administration of a model TQP. Achievement of this goal requires the commitment of supervisors, managers and individual TQP candidates within EH. EH-74 is ready to assist individuals meet their responsibilities under the TQP, while providing contemporary resources and guidance that will allow all EH employees enrolled in the program to obtain technical qualification by the established deadline date of May 1998.

TRAINING!

Look for training opportunities in the weekly ES&H InfoCenter Technical Bulletin on the Internet at *http://tis.eh.doe.gov/docs/ic_bulletin/ic_bulletin.html.*

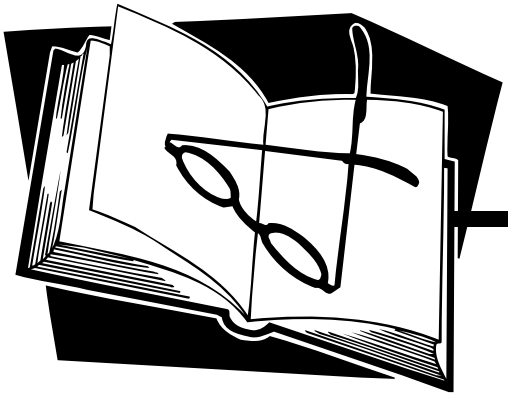
Can You Use Technical Standards Program Services?

- ❏ Does your work involve developing a technical standard or specification to meet a program or technical need for DOE?
- ❏ Are you involved in basic research that is ready for technology transfer to the U.S. economy?
- ❏ Do you write procedures that need to incorporate requirements from a basic set of standards?
- ❏ Do you or would you like to participate with industry, academia, other federal agencies, and the national and international standards community in developing standards?
- ❏ Does your training or qualification effort require handbooks of technical information?

If you answered "yes" to any of the above questions, then the Technical Standards Program (TSP) can provide services, processes, and information to assist you. Lists of technical standards (including DOE, government and non-government) that are available, or under development, can be generated for your area of interest. To further assist you, technical developments or processes can be converted into specifications or technical standards, DOE technical standards can be converted into consensus standards, and electronic files of DOE technical standards can be downloaded from the TSP Homepage to help you write procedures. You can record your participation in standards activities for DOE so others are aware of your efforts and you can also establish a point of contact for that activity. Finally, you can download copies of DOE technical standards and textbook-quality DOE handbooks for use in training.

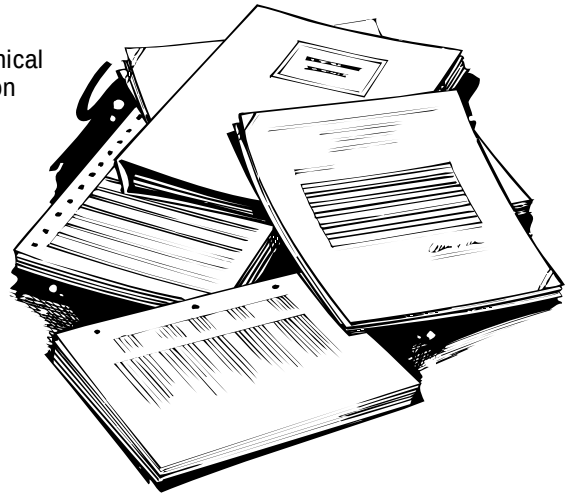
To take advantage of these services, access the Internet and browse the TSP Homepage *(http://apollo.osti.gov/html/techstds/techstds.html).* The site is also accessible via "hotlink" from the Department of Energy Directives 'Test' *(http://iosun.lanl.gov:2008)* and the Department Standards Committee's (DSC) World Wide Web Page Announcement *(http://www.dsc.doe.gov/production/disc/).*

For additional information, contact Jeff Feit (EH-31) at (301) 903-3927 or e-mail *(jeffrey.feit@hq.doe.gov),* Don Spellman (ORNL) at (423) 574-7891or e-mail *(spellman.dj@ornl.gov),* or Rick Serbu (EH-31) at (301) 903-2856 or e-mail *(richard.serbu@hq.doe.gov).*



Training Resource Centers Provide Means for Meeting Technical Qualifications Program Requirements

Help is available for EH employees pursuing individual technical qualifications. The Office of Technical Training and Professional Development (EH-74) established Technical Qualification Program (TQP) Training Resource Centers at the Forrestal building and within the existing Germantown Career Resource facility at the end of March 1996 for this purpose.

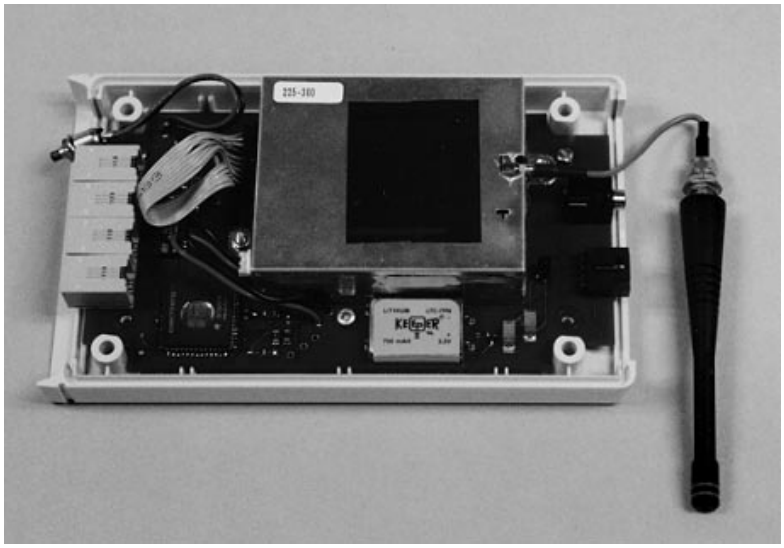


The Training Resource Centers are designed to provide employees access to technical training resources and other learning aides that can be used to achieve qualification under the TQP. The primary resource center at Forrestal, located in room 1G-080, includes functional area and general technical base study guides, as well as computer terminals for access to the EH Information Center at the Germantown complex. Selected video tapes, computer based training programs, training catalogs, and other forms of self-study are available for personal use. Career centers at both locations will augment the EH Resource Center with study guides and reference materials related to professional development and other management topics.

For more information on the EH Resource Centers, contact Trad Hughes at 202-586-7276, or visit the EH-74 Homepage at *http://www.orau.gov/tmsd/eh74/homex.htm*.

Telemetric Heat Stress Monitor Developed

The telemetric heat stress monitor is now in its final phase of development prior to commercialization. This device, which was invented at the Los Alamos National Laboratory and received the R&D 100 award in 1994 as one of the best 100 United States inventions, allows the remote monitoring of physiological parameters for workers at risk of heat stress. Up to 4 physiological parameters, such as core heat temperature and heart rate, can be monitored for each individual worker and up to 10 workers can be monitored at the same time. The device allows for two-way communication between individual workers and a remote supervisor and is ideally suited for cleanup workers. The device has attracted major interest from the Department of Defense, the Department of Health and Human Services, and organized labor. Precommercial versions of the telemetric heat stress monitor can be purchased from its manufacturer, the Mini Mitter Corporation. For more information, contact John P. Peeters (EH-61) at (301) 903-5902 or e-mail *(john.peeters@hq.doe.gov).*

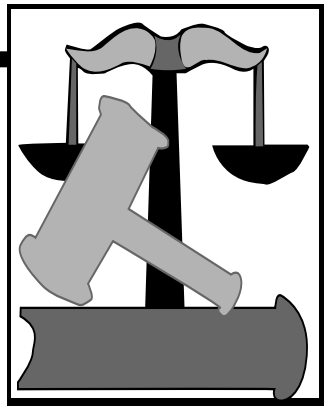


Electronic circuitry for The Telemetric Heat Stress Monitor.

Environmental Management '96

"Preventive Safety—Reducing Risks, Regulation, and Cost in the Workplace" was presented by Joseph E. Fitzgerald, Jr., Deputy Assistant Secretary for Worker Health and Safety at the first Environmental Management Symposium, February 5, 1996, in Orlando, Florida. Bringing together environmental and occupational safety and health professionals, regulatory agencies, and risk managers in an effort to better inform them on making proactive decisions, the Symposium was sponsored by the American Society of Safety Engineers, American Industrial Hygiene Association, and the National Registry of Environmental Professionals. If you would like to receive a copy of the paper presented by Fitzgerald at the Symposium, call EH-5 at (301) 903-5532.

The Department of Energy/National Association of Attorneys General Cooperative Agreement



Since 1993, the Office of Environmental Policy and Assistance has been affiliated with the National Association of Attorneys General (NAAG) through a Cooperative Agreement to foster open communication among the Department and state enforcement officials on environmental legislative and compliance issues. One major goal of this agreement is to avoid potential expensive litigation by engaging in open discussions with the Assistant Attorneys General on environmental compliance issues before these issues become the subject of a formal dispute. This goal is achieved through periodic conference calls among DOE program, field, contractor personnel and the states, exchange of written proposals, and bi-annual workgroup meetings.

Notable activities include the bi-monthly publication of the *DOE Environmental Issues Bulletin,* which provides information on DOE facilities, compliance, budgetary and realignment information, as well as legal analysis from both DOE and state attorneys, and bi-annual meetings which serve as an opportunity for face-to-face interaction in an informal, non-adversarial manner. These meetings served as an opportunity for the NAAG members to visit and tour the Hanford Site in Richland, Washington in 1994. Another site visit is tentatively scheduled to the Los Alamos National Laboratory in New Mexico in 1996.

As environmental compliance issues continue to play a significant role on the DOE agenda, as the Department moves toward restoration, waste management, and decommissioning activities, this project will serve as an alternative to the traditional methods of interaction with our state enforcement officials.

For additional information, contact Melanie Pearson, Compliance Assistance Division, (EH-411) at (202) 586-0939 or e-mail *(melanie.pearson@hq.doe.gov).*

Acronym List

CAIRS	Computer Accident/Incident Reporting System
CDHS	California Department of Health Services
CEQ	Council on Environmental Quality
DSC	Departmental Standards Committee
DNFSB	Defense Nuclear Facilities Safety Board
DOE	Department of Energy
DP-45	Office of the Associate Deputy Assistant Secretary for Technical and Environmental Support
EH	Office of Environment, Safety and Health
EH-33	Office of Operating Experience Analysis and Feedback
EH-41	Office of Environmental Policy and Assistance
EH-42	Office of NEPA Policy Assistance
EH-51	Office of Occupational Safety and Health Policy
EH-52	Office of Worker Protection Programs and Hazards Management
EH-61	Office of Occupational Medicine and Medical Surveillance
EH-62	Office of Epidemiological Studies
EH-63	Office of International Health Programs
EH-72	Office of Information Management
EH-74	Office of Technical Training and Professional Development
EM	Office of Environmental Management
EM-4	Environmental Management, Office of Safety and Health
ES&H	Environment, Safety and Health
FERMILAB	Fermi National Accelerator Laboratory
FEOSH	Federal Employee Occupational Safety and Health
HAZWOPER	Hazardous Waste Operations and Emergency Response
HQ	Headquarters
LANL	Los Alamos National Laboratory
LLNL	Lawrence Livermore National Laboratory
MB	Miamisburg Area Office
NAAG	National Association of Attorneys General
NEPA	National Environmental Policy Act
NIOSH	National Institute for Occupational Safety and Health
NTEU	National Treasury Employees Union
OH	Ohio Field Office
ORNL	Oak Ridge National Laboratory
ORPS	Occurrence Reporting and Processing System
PIDS	Performance Indicator Data System
RF	Rocky Flats
RL	Richland
SMART	System Management of Annually Requested Training
TQP	Technical Qualification Program
TIS	Technical Information Services
TSP	Technical Standards Program
URL	Uniform Resource Locator
WWW	World Wide Web

Office of Occupational Medicine and Medical Surveillance Networks with Operations Offices to Provide Technical Assistance

In an effort to meet Secretary Hazel O'Leary's mandate of developing a customer-driven Department, the Office of Occupational Medicine and Medical Surveillance (EH-61) began a customer-oriented approach to the delivery of its technical assistance services. Operations office and contractor occupational medical program managers across the DOE complex were surveyed and asked to select those technical services that were deemed to be most needed by their programs or personnel from a list provided by Headquarters. The survey results were analyzed and will be utilized in the development of a technical assistance program to help the Office prioritize its services to customers.

Survey results indicated the following areas of technical assistance were considered most valuable: medical surveillance (e.g., hearing conservation programs, respirator-fit examinations, asbestos exposure, laser exposure, qualification examinations, job task analysis); compliance with federal regulations; clinic management; interface facilitation; workers' compensation case management; occupational illness or injury prevention; emergency or disaster preparedness; cumulative trauma disorder prevention program; records management; compliance review and planning; and cost-benefit/cost-effectiveness analysis.

In addition, EH-61 began implementing a "face-to-face" policy of informally visiting ES&H managers at various DOE site offices to discuss how to assist them in carrying out their worker health and safety missions. The Office views this as an opportunity to "educate our customers about our services, to share information, and to try to anticipate what problems may arise and how we might prevent them."

EH-61 is also responding to requests from the field for technical assistance. Technical assistance resources include both in-house experts and external consultants in various disciplines who can respond in a timely manner to any situation. These disciplines include medicine, public health, occupational health, industrial hygiene, toxicology, nursing, genetics, psychology, microbiology, and law. The Office looks forward to a partnership with its customers that is both beneficial and rewarding. It is committed to providing timely technical assistance services that will have a positive influence on how the Department is perceived and will contribute to the health and safety of DOE contractor personnel. For more information, contact Cheryl Keller (EH-61) at (301) 903-9846 or e-mail *(cheryl.keller@hq.doe.gov).*

HAZWOPER Handbook Update

Positive comments on the *Handbook for Occupational Safety and Health During Hazardous Waste Operations* and its Worker and Manager Guides were received from DOE sites test piloting the Office of Environment, Safety and Health's and Office of Environmental Management's (EH/EM) Hazardous Waste Operations (HAZWOPER) Initiative. Promoting the safe conduct of hazardous waste activities was the interim *Handbook's* purpose. The field-based perspective found that the *Handbook* reinforces approaches to hazards-based training. Selected DOE sites received the *Handbook* for use and evaluation in March 1995, the deadline for site comments was December 31, 1995. The *Handbook,* with its final guidelines, will be published in April 1996. For more information, contact Martin Mathamel (EH-51) at (301) 903-4343 or e-mail *(marty.mathamel@hq.doe.gov).*

Employee Morale Increases During Organizational Design and Planning Process

The Office of International Health Programs, in a series of meetings this past fall, undertook an intensive effort to redesign the organization, rethink the way day-to-day business is conducted, and plan for the future. This organizational design and planning process was facilitated by Mark Bodnarczuk, President of the Breckenridge Consulting Group, and was based on three fundamental premises of an effective organization:

- Personnel must be self-actualized and empowered.
- The organization must continually seek open and honest feedback, with the goal of improving performance.
- The mission of each staff person must be aligned with that of the organization, and the organization's mission aligned with that of the Department.

Office personnel worked as a team to develop a mission statement and to identify core values of the organization. They explored current organizational and individual situations, designed feedback mechanisms, and aligned unique individual capabilities with the office's mission. They also identified two business lines, management and information, and developed strategies for both business lines that define the tasks on which the office will focus its human, financial, and material resources.

The final products of the sessions were: (1) a 1996 Operating Plan, distributed on February 1, 1996, during a meeting aimed at opening up communication between the Office and its customers and; (2) well-defined and documented employee roles and responsibilities, goals, and training needs, as well as resources available for the year.

Employees are very supportive of the process and believe that the experience has given them a clearer sense of direction and accountability, an understanding of the office priorities, and higher morale. In addition, employees feel the process has helped them to reevaluate their overall goals and refocus their professional and personal lives. As one employee stated, it was "wonderful in determining who we are and what we do in relation to the organization." Another summed up the organizational design and planning process as "a reviving, exhilarating experience."

The Office of International Health Programs plans to repeat this process annually, as part of a comprehensive operations review cycle. Copies of the 1996 Operating Plan can be obtained by contacting Sue Anderson (EH-63) at (301) 903-7030 or e-mail *(sue.anderson@hq.doe.gov).*

Office of Environment, Safety and Health (EH) Meets Goal of Quality Transformation

Goal I of the Department's Quality Transformation Plan states, "There is effective use of performance measurement based on regular assessment of Department of Energy operations using the Presidential Award for Quality, the Malcolm Baldrige National Quality Award, or equivalent criteria." Metrics for this goal required that all DOE organizations complete a baseline assessment by September 1995. Identified strategies and milestones for this goal recommend that senior managers use the results of the baseline assessment to target improvements and use measurements and data to effectively drive business decisions.

EH conducted a baseline quality assessment in July 1995 using the criteria of the Presidential Award for Quality. This baseline self-assessment provided a "snapshot" of how effectively quality is currently integrated into ES&H programs and evaluated EH as a corporate entity. The results show that some functional areas within EH have demonstrated relatively high levels of customer involvement, team utilization, employee empowerment, and a total quality culture with "Islands of excellence" among several of the criteria.
An example of a strong score in the area of Human Resources Development and Management showed that most employees in EH had received basic quality and customer service training. However, implementation of quality principles needs further development across much of the organization.

Results of the baseline assessment were presented to EH senior management who identified areas for immediate action. These actions were incorporated into the EH Quality Action Plan and are monitored by the EH Quality Coordinator and EH Quality Council members. Senior managers provide frequent updates on the progress of quality action plan goals and successes.

The next quality assessment utilizing the Presidential Award or Baldrige criteria will be conducted in the summer of 1996. Improvement in the overall EH score is anticipated and more "islands of excellence" should be evident.

For more information on the EH Quality Baseline Assessment or EH Quality Action Plan, contact your office's EH Quality Council Member or Roni Parham, (EH Quality Coordinator) at (202) 586-0509 or e-mail *(roni.parham@hq.doe.gov).*

EH Assists DOE Field Offices

The Office of Environment, Safety and Health (EH) Onsite Technical Assistance Program Mentors are working with DOE Field Office Facility Representatives to enhance knowledge, skills, and abilities of field personnel through training and to strengthen programs. The Richland Operations Office, Ohio Field Office, Miamisburg Area Office, Rocky Flats Field Office, and the EH Office of Field Support have profited by cooperating in this endeavor.

Ohio Field Office (OH)
EH Mentors assisted OH in developing a generic Facility Representative Program which includes extensive guidance for Facility Representatives on conducting performance-based oversight of contractor operations using walkthroughs, surveillances, and assessments. The resulting program, including sample instructions for implementing the program, was based on previous efforts to help the Richland Operations Office (RL) formalize and integrate their Facility Representative Program. OH, with EH assistance, developed a list of generic examination questions on DOE standards and requirements for use in certification of Facility Representatives.

Miamisburg Area Office (MB)
MB Facility Representatives conducted a prototype surveillance of the lockout/tagout program at the Mound Plant as a training exercise using guidance developed by EH Mentors for OH. A lockout/tagout session was conducted at the Mound Plant's tritium facilities that included reviewing selected lockout/tagout tags and the building log, and verifying that closed lockout/tagout tags had been removed.

MB also established a certification process for the formal qualification of existing Facility Representative job incumbents. This process was in place at the end of the first quarter of 1996. Before receiving final certification, current Facility Representatives will take written and oral examinations to validate their qualifications. Questions for use in the examinations were developed by EH Mentors and MB staff. Using materials prepared for OH, the questions cover DOE generic standards and requirements, new DOE Orders, MB requirements and programs, and facility-specific information on protective systems and safety basics.

Rocky Flats (RF)
The Site Support Division of the Rocky Flats Field Office (RF) requested EH Mentors conduct specialized training sessions for that division's Facility Representatives. These sessions included practical "hands-on" instructions in evaluating contractor performance in critical occupational safety and health topics, such as lockout/tagout programs, chemical safety, and hoisting and rigging. The lockout/tagout training session addressed basic components of the lockout/tagout process. Part of this session included walkdowns of random lockout/tagouts from the manager's logbook, evaluating locations of lockout/tagouts in the building, and reviews of randomly selected lockout/tagouts placed in the buildings to corroborate the lockout/tagout logbook. The chemical safety training session emphasized handling and storage of chemicals, tracking chemicals from onsite arrival to departure, examination of Material Safety Data Sheets, and basic chemical safety. The third training session on hoisting and rigging practices instructed Facility Representatives in walking down hoisting and rigging equipment in buildings and equipment certification. These training sessions were based on the Performance Assessment Guides developed by the EH Onsite Technical Assistance Program for RL, OH, and the RF *Health and Safety Program Manual.*

The EH Onsite Technical Assistance Program provided assistance to Facility Representatives at DOE field offices by conducting training sessions, formulating a process to qualify Facility Representatives, and working with field management to ensure that these programs meet DOE standards. For more information on the EH Onsite Technical Assistance Program, contact Robert Barber (EH-53) at (301) 903-3477.

EH Quality Infrastructure: A Model For Success

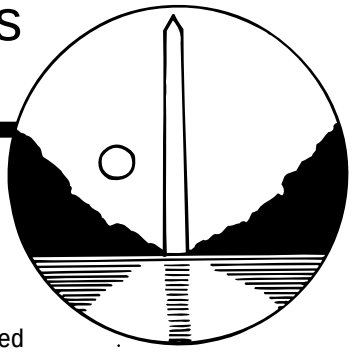
Two very important entities within the EH organization are ensuring that the Secretary's goal of transformation to a total quality organization is ongoing. In 1995, Tara O'Toole appointed the EH Quality Executive Steering Committee to champion the quality effort throughout EH. It serves as the "board of directors" responsible for all EH quality initiatives and works closely with the EH Quality Council to assist in the transformation of EH to a quality culture. Specific activities of the Steering Committee include: ensuring that quality management and customer service principles are an integral part of the EH Strategic Planning process; ensuring that the required resources are committed to quality and customer service training and to the processes of quality improvement; and making policies which support quality, customer service and continuous improvement in EH. A primary goal of the Council is the fostering of its partnership with the National Treasury Employees Union (NTEU).

The EH Quality Council, established in 1993, strives toward the quality transformation within the EH organization by assisting EH organizations in sustaining the process of continuous improvement and overall customer satisfaction. Council members serve as advocates for the institution of quality management principles and customer focused performance. Council responsibilities include the identification of opportunities for continuous improvement, assisting EH managers in the creation of an environment conducive to continuous improvement and customer satisfaction, serving as advisors to the Quality Executive Steering Committee by making recommendations for actions, and assisting EH managers in the development of performance measures and benchmarks. Quality Council members are expected to assist in resolving EH-wide issues using quality principles and to model the Department's core values in all aspects of their work.

The EH Quality Council meets monthly, with special teams convening as often as required. Membership on the Council is distributed equally among the major EH program offices and the NTEU. Council members include: Don Agnew, Dave Anderson, Juliet Berling, Rex Bowser, Barry Fountos, Lesley Gasperow, Barbara Grimm-Crawford, Earl Hughes, Dave Humphrey, and Michael Wangler. Executive Steering Committee members include: Glenn Podonsky, Joseph Fitzgerald, Thomas Rollow, and Geoff Judge. Roni Parham serves as Quality Coordinator.

For more information on the Quality Council, call Roni Parham at (202) 586-0509 or e-mail *(roni.parham@hq.doe.gov).*

New NEPA Regulations Streamline the Process



The Council on Environmental Quality (CEQ) has praised DOE's proposed amendments to its National Environmental Policy Act regulations as an "excellent effort at streamlining the Department's NEPA process." The proposed amendments to the DOE NEPA regulations (10 CFR 1021), "National Environmental Policy Act Implementing Procedures and Guidelines," were published in the *Federal Register* on February 20, 1996, for a 45-day public comment period.

According to Ray Clark, CEQ Associate Director for NEPA Oversight, the new amendments will make DOE's NEPA process "more efficient without sacrificing environmental quality." The new provisions, developed by the Office of NEPA Policy and Assistance, in coordination with the Department's NEPA community respond to the Secretary's mandate to "make the NEPA process work better, cost less, and more useful to decision makers and the public." The proposed amendments also reflect the changing missions of the Department.

Issuance of a final rule in June 1996 is part of the overall plan to save $26 million over 5 years in the Department's NEPA process and will fulfill a critical milestone of the Secretary's Strategic Alignment Initiative Plan. Key provisions of the proposed amendments seek to:

- Eliminate the requirement to prepare an environmental impact statement implementation plan, making such plans optional, and resulting in cost and time savings without reducing public input to the environmental impact process.

- Streamline the requirement for publication of records of decision, giving DOE the option to publish a summary of the record of decision and notice of availability of the full record of decision.

- Streamline the requirements for findings of no significant impact to either (1) incorporate an environmental assessment by referencing it in the finding of no significant impact and attaching the environmental assessment to the finding of no significant impact, or (2) summarize the environmental assessment in the finding.

- Add new categorical exclusions such as siting, construction, and operation decommissioning of biomedical facilities.

- Expand categorical exclusions such as siting, construction and operation of support buildings, and support structures.

- Modify or clarify existing categorical exclusions such as routine maintenance and custodial services for buildings, structures, infrastructure, and equipment.

The addition of 17 new categorical exclusions to cover classes of actions demonstrated to be environmentally insignificant would eliminate the need to prepare about 20 environmental assessments per year, for an estimated cost savings of about $1.5 million per year. Additional savings would result from other streamlining initiatives.

The proposed amendments were mailed to stakeholders and are available for review on the DOE NEPA WEB *(http://www.eh.doe.gov/nepa).* Questions, requests for further information, or for copies of the proposed rule should be directed to Carol M. Borgstrom, Director, Office of NEPA Policy at (202) 586-4600 or fax (202) 586-7031. Comments on the proposed rule should be addressed to Carol Borgstrom at U.S. Department of Energy, 1000 Independence Avenue, S.W., Washington, D.C. 20585-0119 or e-mail *(neparule@spok.eh.doe.gov).*

ErgoEASER Software Available to Analyze and Solve Ergonomic Hazards

Ergonomics Education, Awareness, System Evaluation and Recording, ErgoEASER, is a new software package that has been developed in an attempt to increase awareness in identifying, evaluating, and preventing work-related musculoskeletal disorders. Evaluating video-display terminal (VDT) workstations and lifting task design, ErgoEASER offers suggestions on how to address ergonomic hazards and reduce worker disabilities. The Department of Energy, Department of Labor/Occupational Safety and Health Administration, Pacific Northwest Laboratory, and the Department of Defense combined efforts to develop this innovative software.

Consisting of three interactive components, Getting Started, Awareness and Reporting, and Analysis, ErgoEASER supports the examination of a potentially hazardous ergonomic workstation.

- **Getting Started** supplies an overview and background information on ErgoEASER and occupational ergonomics.

- **Awareness and Reporting** provides examples and photographs to help identify ergonomic hazards in the workplace.

- **Analysis** uses models of good practice and actual data from the local situation to evaluate VDT workstations and lifting tasks, and recommends solutions for the specific local ergonomic hazards.

ErgoEASER is available on 3.5-inch self-installable diskettes for PC-compatible computers running Microsoft Windows. The software includes the User's Guide. For more information, contact David Weitzman (EH-51) at (301) 903-5401or e-mail *(dave.weitzman@hq.doe.gov).*

Metropolitan Washington Federal Safety and Health Council (MWFSHC) Bestows Awards

The MWFSHC held its 9th Annual Awards Program and Ceremony on February 16, 1996, to honor individuals and agencies for their outstanding support and assistance to the Council in 1995. Comprised of designated safety and health professionals, union officials, managers, and employee and private sector representatives, the Council promotes the reduction of injuries and illnesses, property loss, and associated costs incurred by federal and private sector employees. In addition, the Council promotes safety and health activities through training, education, coordination, and sharing of resources.

Recognition was given to DOE for continued Council activity support and assistance. The Department Safety Award was presented to Tara O'Toole, Designated Agency Safety and Health Official and Assistant Secretary for Environment, Safety and Health, and Linda Sye, senior safety official in the Office of Human Resources and Administration and Director, Office of Administrative Services. The award was accepted on behalf of Tara O'Toole and Linda Sye by Marty Mathamel, Associate Deputy Assistant Secretary, Worker Health and Safety.

Accepting the Departmental Award on behalf of Tara O'Toole and Linda Sye is Marty Mathamel, (second from left) Associate Deputy Assistant Secretary, Worker Health and Safety, EH-5. Presenting the award is John Miles, Jr., (far Left) Director, Compliance Programs OSHA. Also accepting the award are Charles Campbell, (second from right) Headquarters Safety and Occupational Health Manager, HR-82, and Carlos Coffman, (far Right) Industrial Hygienist, Federal Employee Occupational Safety and Health Program staff, EH-51.

Individual safety awards under the Field Council Awards category were given to Dennis Lubow, Manager, DOE Federal Employee Occupational Safety and Health (FEOSH) Program and Charles Campbell, Headquarters Safety and Occupational Health Manager (detailed to the Office of Worker Health and Safety). Lubow was presented with an award for inviting federal and private sector employees and representatives to participate in the FEOSH program. Campbell was recognized for his support of the Council's Annual Safety and Health Vendor's Exhibit, coordination of graphic support, and assistance to the Council's Executive Committee.

MWFSHC awards are based on the following:

- Performing outstandingly as a Council officer or member.
- Providing noteworthy support to the Council.
- Providing a speaker and/or hosting a meeting.
- Hosting several Council meetings.
- Participating in all meetings and Council activities.

For more information on MWFSHC awards, contact Mary Lester, awards chairperson, U.S. Agency of International Development, at (202) 663-2364.

National Institute for Occupational Safety and Health (NIOSH) Grants for Medical Surveillance

In late 1995, five research grants were awarded by NIOSH as part of a collaborative program between the Department of Health and Human Services and DOE to enhance our joint knowledge on medical surveillance at DOE sites. Each grant totals approximately $300,000/year and will run for an estimated 3-year period. These grants are one component in an overall comprehensive effort to coordinate and enhance medical surveillance of current and former DOE workers as required by law. This effort will involve several offices within the Office of Environment, Safety and Health, as well as offices within the Office of Environmental Management, Office of Energy Research, and Office of Defense Programs. For more information, contact George R. Gebus, M.D., M.P.H. (EH-61) at (301) 903-7385 or e-mail *(george.gebus@hq.doe.gov).*

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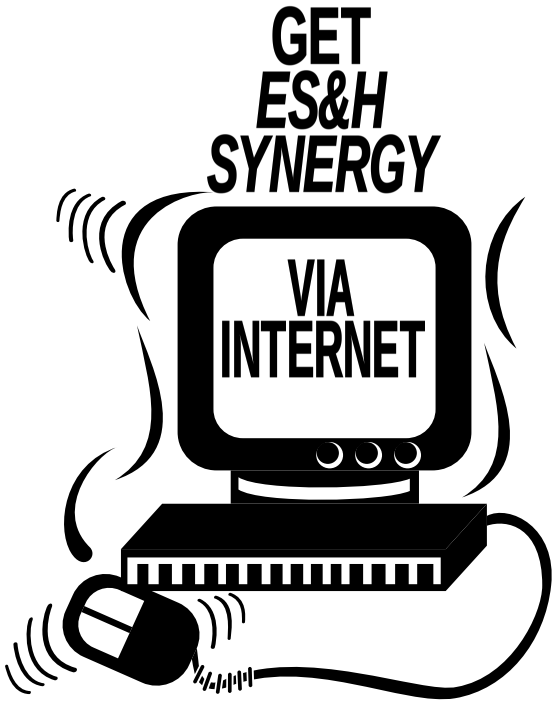

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